

## GREATER NASHVILLE TECHNOLOGY COUNCIL

2021 Governor's Investment in Vocational Education (GIVE 2.0)

### GREAT JOBS: Growing Readiness with Exploration & Awareness of Tech Jobs

Greater Nashville Technology Council

Nashville State Community College

#### IN PARTNERSHIP WITH:

- 1. Workforce/Economic Development Agencies:** Northern Middle Tennessee Workforce Board/Workforce Essentials, Nashville Area Chamber of Commerce, Women in Technology in Tennessee, CodeX Academy
- 2. Higher Education Institutions:** Nashville State Community College, Middle Tennessee State University, Belmont University, Austin Peay State University
- 3. School Districts:** Dickson County Schools, Clarksville-Montgomery County School System, Metropolitan Nashville Public Schools
- 4. Employer Partners:** Alliance Bernstein, Ankura, Asurion, Change Healthcare, CereCore, CGI, Cigna, City of Clarksville, DevDigital, Dollar General, Global Partnership for Sustainable Solutions, Golden Spiral, HealthSpring, LB Consulting Group, Keller Schroeder, Montgomery County Government, Perception Health, Picknic, Rachel+Winfree Consulting, Radius Point, Resource Communications Group, Speaking Change, The General, Trinisys, Tyler Technologies, UDig, Vanderbilt University, Vanderbilt University Medical Center, Veristor Systems

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#### Funding requested:

\$999,000



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## Abstract

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Growing Readiness with Exploration & Awareness of Tech Jobs (**GREAT JOBS**) creates a community-based, collaborative partnership that is committed to driving the economic success of Middle Tennessee through growing the skilled technology workforce. Partners include the Greater Nashville Technology Council (lead entity), Nashville State Community College (fiscal agent), Workforce Essentials, Nashville Area Chamber of Commerce, Dickson County Schools, Clarksville-Montgomery County Schools, Metropolitan Nashville Public Schools, and 29 local employers.

Tech is the fastest-growing occupational sector in the world. Middle Tennessee is one of the fastest growing regions in the United States. With this level of growth in workforce demand, we must create learning opportunities in our schools to grow skills that are needed for the highest demand tech jobs of today and the skills needs for the tech jobs of tomorrow.

GREAT JOBS is focused on increasing the reach of Middle Tennessee's technology employers through virtual and in-person engagements with students and teachers. The goals of the program are: 1) to establish stronger technology career pathways from local schools to Nashville State Community College, 2) to better align classrooms with business needs, and 3) provide a full range of work-based learning opportunities to students.

So much has changed since 2019. Although teleconferencing software has been available for over 20 years, people's comfort with using these systems has really grown over the last 18 months. Using automated systems and teleconferencing software (like Zoom, Teams, or WebEx) allows us to connect students in outlying counties with employers in the urban core. This project will increase employer engagement with students and teachers by providing a wide range of in-person and virtual work-based learning experiences without geographic barriers.

# Program Proposal

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## SECTION 1: DEMONSTRATED NEED

Tech is the fastest-growing occupational sector in the world. Middle Tennessee is one of the fastest growing regions in the United States. Nashville was second in the nation for tech job growth over the past 12 months (LinkedIn, 2021), and the Greater Nashville area led the nation with 36% tech job growth over the past five years (CBRE, 2021). The Greater Nashville Technology Council (NTC) and Middle Tennessee State University (MTSU) jointly published the 2020 State of Middle Tennessee Tech Report last December. This study found that the projected growth rate for tech jobs in Middle Tennessee (2019-2024) is 16%, which is more than 50% higher than projected national tech job growth, and the report projected 13% tech job growth statewide with only 10% projected growth for non-tech occupations.

According to the 2020 LEAP Report published by the Tennessee Department of Economic and Community Development, “information technology (IT) occupations are in high demand in both Tennessee and the nation. Industries in the headquarters, finance, and tech cluster are not only a significant source of employment in Tennessee, they also provide high average wages and generate substantial earnings.” The growth of tech employers include: Facebook's \$800 million investment in a new Gallatin data center, Amazon's new Operations Center of Excellence generating 5,000 new jobs, Alliance Bernstein's expansion of its Nashville headquarters, and most recently Oracle's 2021 announcement to bring 8,500 jobs to Middle Tennessee. With this level of growth in workforce demand, additional attention must be placed on growing the supply of skilled workers, specifically technology professionals. With every city in the nation competing for

available tech talent, it is not realistic to think that we can recruit all the talent needed to sustain and grow our needs. We must invest in skilling our local students for the tech jobs of tomorrow.

It is widely anticipated that future demand for a tech workforce is likely to continue to rise because of emerging work-from-home trends and need for tech support. Remote work and work-from-home trends are anticipated to continue after the pandemic, and the need for tech support will likely stay at heightened levels. Prior to the pandemic the need for tech workers was already increasing very rapidly, however because of the incredible shift across the country to virtual services since COVID-19, the demand for IT professionals will likely be strengthened (LEAP Report 2021).

Forecasts predict the highest growth in software development, cybersecurity occupations, and network/system administration roles (Source: 2019 Tech Workforce Study, Nashville Area Chamber of Commerce). Software development jobs are growing the fastest – 50% faster than the market overall and 12% faster than the market average (Source: Oracle Academy/Burning Glass). Growing the talent pipeline in Tennessee for software and web development is necessary. At any given time, dozens of companies are posting job opportunities online for software development jobs in Tennessee. Currently, job postings include: Amazon.com, Inc., Deloitte, HCA, Change Healthcare, Asurion, Eventbrite, and Alliance Bernstein, and dozens of others.

In addition, 20% of all “career track jobs” (defined as earning over \$15/hour) seek professionals with computer science skills, and half of the jobs in the top income quartile (>\$57,000 annual income) are in occupations that require coding skills – and this is not expected to decrease. The average tech worker in Middle Tennessee earns 79% more than a non-tech worker, further highlighting the economic benefits of expanding our tech workforce with local

talent. Median compensation for tech jobs in Middle Tennessee was \$69,557 in 2019. This value is 16% below the national median for tech jobs and 79% above the median compensation across all occupations in Middle Tennessee (MTSU Report 2020). Moreover, median compensation of \$69,557 for tech jobs far exceeds the livable wage of \$29,680 for the area (Source: MIT Livable Wage Calculator), as well as the county median wages in Davidson County (\$42,060), Dickson County (\$33,280) and Montgomery County (\$33,360) (TNECD County Profile Tool, 2021).

By looking at Middle Tennessee's current labor market, technology job growth projections, and the current ability of the educational institutions to prepare tomorrow's technology talent, the data supports the need for the GREAT JOBS project. GREAT JOBS seeks to create long-term relationships between employers and educational institutions to address the deficit of tech job candidates in the local workforce. GREAT JOBS will reach that goal by increasing employer engagement, providing teacher professional development, helping students obtaining industry certifications, and increasing targeted student outreach to grow enrollment in tech dual enrollment, community college and university programs. GREAT JOBS will also provide work-based learning experiences – field trips, job shadow days, internships, and registered apprenticeships - to increase student retention and prepare students for entry into the workplace.

## SECTION 2: PROGRAM PLAN

**2.1 Program Overview:** The goals of GREAT JOBS are three-fold: 1) to establish stronger technology education **pathways from middle schools to high school CTE programs and from high schools to Nashville State Community College technology programs**, 2) to better **align classrooms with business needs** through teacher professional development and connections to employers, and 3) to meet high school students where they are and provide **meaningful work-based learning**

**activities**, including guest speakers in classrooms, field trips to provide career awareness, career exploration and preparation videos, job shadow days, case studies, entrepreneurship experiences, internships, and registered apprenticeships.

**STRONGER PATHWAYS.** GREAT JOBS will establish stronger educational pathways between local school systems and Nashville State Community College through **formalized outreach programs** to middle and high school students. The GREAT JOBS project will promote post-secondary education pathways at middle school and high school engagement activities. The NTC team, Nashville State faculty and staff, and technology professional volunteers will visit high schools during instructional hours (either virtually or in-person) to promote tech careers. Additionally, they will also engage students and parents at area College Night events and other highly attended and appropriate forums. In addition, the GREAT JOBS partners will host invitation-only events for rising freshmen & families who show aptitude for tech to promote high-demand tech and STEM careers to promote CTE tracks for students. Assessment tools, like You Science, will be used to identify students with high aptitudes for tech jobs. In partnership with guidance counselors at the local middle schools, families will be invited to attend special events with technology professionals, CTE directors, and Nashville State staff and faculty to promote technology pathways and answer questions for prospective students.

Additionally, high school students can only be interested in careers that they are aware of and understand. Many students choose CTE pathways based on their peer relationships, not based on their true abilities and interests. Through this project, the Nashville State team will connect with high school students who have an aptitude for technology to increase their knowledge and interest in tech careers. They will use special events to continue to build

relationships with students who show an aptitude for technology careers but have chosen other CTE pathways. For example, Nashville State will host a series of targeted invitation-only lunch and learn events with high aptitude female students and female software developers in the community. These events will increase exposure to software development as a career and allow students to see role-models who look like them. Nashville State will also work with targeted student groups to recruit for dual enrollment opportunities.

**ALIGNMENT WITH BUSINESS NEEDS.** GREAT JOBS will enhance academic programs by helping to facilitate the dialogue between employers and education institutions to enhance the strategic alignment of educational programs and workforce requirements. Examples include: 1) working with the technology departments at participating colleges to help them optimize the makeup of their advisory councils, 2) providing professional development to technology teachers, and 3) webinars connecting teachers with the business community to better align around business needs.

GREAT JOBS will work with the technology departments at participating high schools and colleges to help them optimize the makeup of their **advisory councils**. The NTC has helped Tennessee State University, Lipscomb University, Belmont University, and Vol State add members to their advisory councils. As part of GIVE 1.0, the NTC is currently working with the Sumner County CTE director to identify the needs of their high schools and match employers to participate in their county level and individual high school advisory councils.

GREAT JOBS will enhance academic programs by providing professional development opportunities for teachers to promote teaching technology skills in the classrooms. GREAT JOBS will create **externship opportunities** for middle/high school teachers and community college



faculty to work for technology companies and IT departments in the summer. GREAT JOBS will expand career pathway opportunities by providing **summer camp programs** that promote technology skill building and future technology careers. The NTC has been providing summer camp opportunities since 2015. The NTC's unique camp model allows for skill building for both teachers and students. Experienced technology teachers are identified as lead camp instructors. Teachers seeking to build technology skills for their classroom are paired with the experienced tech teacher for a week of camp instruction; thus providing both instruction for interested students and training for interested teachers. This is a unique way to provide **paid mentorship to teachers** interested in honing or expanding their tech teaching skills. Camps will be expanded to Montgomery and Dickson Counties for the first time through the GREAT JOBS program.

The NTC will also coordinate regular, organized **summits** of tech industry, community colleges, 4-year schools, and K-12 to build relationships that strengthen the pathway. Each year, there will be at least one summit of technology industry professionals, and representatives from community colleges, universities, and K-12 schools. The planned format includes professional development breakout sessions in the morning and moderated conversations and panels with technology professionals and educators. The NTC has held similar programs in the past, but these events were paused during the pandemic. These events are being scheduled in partnership with Vol State to begin in November through GIVE 1.0 and could be expanded to have a greater scale and reach through GIVE 2.0. Following all summits, documentation of the discussions and action items will be provided to the participants.

GREAT JOBS will provide a **series of webinars** to high school, community college, and university faculty to increase awareness of current and future business needs. These webinars will

focus on both technical and soft skills that employers are seeking. Topics may include high demand skills like cyber safety, data science, and machine learning, as well as building problem-solving, communication, and collaboration skills.

**WORK-BASED LEARNING OPPORTUNITIES.** GREAT JOBS will develop and implement collaborative, meaningful, and structured work-based learning (WBL) experiences by strengthening the connection between employers and their future workforce. Working with partners, GREAT JOBS will increase industry engagements with area students to enhance the visibility of technical career opportunities and associated incomes and quality of life. These initiatives will help inspire more students to pursue education and training pathways for technology careers in Middle Tennessee.

GREAT JOBS will promote industry awareness through the NTC's 625+ corporate members that demonstrate the depth and breadth of the technology workforce in Middle Tennessee. Technology jobs are pervasive across all industries. Although there are tech companies that create and sell technology solutions and products to the public and other businesses, technology roles exist in almost all companies across Middle Tennessee. In fact, some of largest employers of technology positions in Middle Tennessee are Information Technology (IT) Departments, e.g. Hospital Corporations of America, Dollar General, The General Insurance, and Vanderbilt University. This is not widely known in the community.

GREAT JOBS will connect **guest speakers** on various technology topics to classrooms and afterschool programs. Additionally, the project will organize **industry field trips** for students to tour both technology companies and IT departments. Since 2016, the NTC has coordinated "Traveling Tech Day" workplace tours that expose students to the varied industries and business cultures

that employ different tech occupations. The NTC will continue to provide these field trips as in-person activities are permitted. For job sites that are not allowing in-person tours, the NTC will connect students virtually or through Nashville State Community College. By hosting events with employer panels at Nashville State campuses, GREAT JOBS can promote technology careers and educational pathways concurrently. The NTC is currently coordinating these types of events with Vol State since on-site field trips currently are not feasible with the rise in the Delta variant. GREAT JOBS will expand the “Traveling Tech Day” program into Dickson and Montgomery counties.

GREAT JOBS will provide students with a **Tech Career Video Library** hosted on the NTC’s YouTube channel. These “TikTok-style” videos will allow students to explore different careers and learn about different workplace topics. Tech professionals will “meet students where they are” by providing quick videos that highlight different educational pathways (degrees and certifications), careers (i.e., software developers, network engineers, product managers) and aspects of work life (i.e., team meetings, project management, professional emails, interviewing, elevator speeches).

GREAT JOBS will promote career awareness by arranging/facilitating **informational interviews** and **job shadow days** for high school, community college and university students. The NTC’s Tech Coach Program (<https://technologycouncil.com/techcoach/>) allows high school teachers to connect with professionals and arrange group job shadows and informational interviews. It also allows post-secondary students to connect one-on-one with interesting techies for job conversations, mock interviews, and either virtual or in-person job shadow experiences.

The Company Team Challenge program connects classrooms and employers through **actual real-life case studies**. IT Departments and technology companies seek to solve problems

with technology everyday. This program brings those problems to students and allows them to develop solutions using design thinking and then receive feedback from technology professionals on their solutions. Connections can be both virtual or in-person depending on circumstances.

GREAT JOBS will connect students to TN Promise through conversations with Nashville State Community College faculty and staff through **virtual high school visits from faculty and college students**. Additionally, representatives from Middle Tennessee State University, Austin Peay State University, and Belmont will be invited to discuss **TN Pathways opportunities** at the events.

GREAT JOBS will provide **virtual career fairs** to students in Montgomery, Dickson and Davidson counties. Virtual career fairs can be held in real-time with students and teachers. Based on input from teachers, the career fairs can be organized by career or by employer. The participation from employers can be recorded for use at a later date.

GREAT JOBS will provide **virtual entrepreneurship experiences** for students. Students will build tech solutions to problems identified in their communities. As a team, students will work on their teambuilding skills, while creating and pitching their new technology solutions in “Shark Tank” type presentations to leading tech professionals. All students will receive real-time feedback on their presentation, as well as their creation. An entrepreneurship mind-set is critical to success in a technology career. Employers are seeking employees that innovate to solve problems and are always looking to fill a gap. These skills will help to set these students ahead and give them a competitive edge when they are job seeking.

GREAT JOBS will promote career training through **internships**. Many employers have struggled with internships through the pandemic. Many are still working remotely and although

willing to provide paid internships to students, they lack the structure to provide those opportunities. GREAT JOBS will work with employers who successful in implemented virtual internships in 2020 and 2021 to document best practices. Those best practices will be shared with the employers supporting this grant proposal to facilitate virtual internships beginning in the Summer of 2022.

GREAT JOBS will provide **registered apprenticeships and industry recognized certifications** to students in distressed areas of Davidson County. GREAT JOBS will partner with Metropolitan Nashville Public Schools (MNPS) to bring technology DOL-registered apprenticeships to the students that need them the most. 37208 is an impoverished zip code in Davidson County. Technology skills can provide amazing opportunities to those youth. Over two years, MNPS will provide an IT Generalist apprenticeship to 25 students each year at Pearl-Cohn High School. During their junior year, students will learn the IT skills necessary for the CompTIA IT Fundamentals industry certification. They will also gain hands-on experience supporting laptop and desktop devices, and they will learn the soft skills necessary for a customer facing tech role. Front-loaded classroom training will prepare the students for their on-the-job training in their senior year. As seniors, these students will be hired by MNPS to support MNPS-owned devices across the district. The students will be paid \$14/hour to support MNPS devices. Students will reimage and troubleshoot devices as a “Student Geek Squad.” Students will gain hands-on experience as they travel to elementary, middle and high schools to work on student and faculty devices. For students in economically disadvantaged areas, one of the most significant barriers to work-based learning is transportation. This partnership will allow teachers to transport students by passenger van during the last period of the day and after school hours when school buses are

not available. These vans will also be used to transport devices in need to service to centralized locations for repair and support. For students looking to enter IT professions, industry certifications with a year of on-the-job training can be a valuable way to get ahead of the competition.

GREAT Jobs Timeline with Milestones											
PROJECT MILESTONES	TIMELINE WITH QUARTERLY PERFORMANCE METRICS										TOTAL
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	
	Dec-Feb	Mar-May	Jun-Aug	Sep-Nov	Dec-Feb	Mar-May	Jun-Aug	Sep-Nov	Dec-Feb	Mar-May	
Kick Off Partner Meeting											
<b>ALIGNING EDUCATION WITH BUSINESS NEEDS</b>											
Recruit new employers to participate in tech advisory councils											8 employers
Annual Summit (K12, Community College, Univ, Employers)											2 events - 100 participants each
Externships for High School and Community College Faculty											> 3 teachers per district
Webinars for teachers	1	1		1	1	1		1	1	1	>8 webinars
Meet with teachers to plan summer programs											
Tech Summer Programs in Dickson, Montgomery, and Davidson			3				3				>6 summer cmaps
<b>STRONGER PATHWAYS</b>											
Outreach to 8th graders and families promoting CTE tech pathways	3				3				3		9 Virtual Events for all feeder schools
Outreach to non-tech CTE high school students											>6 lunch & learn/after school events per year
Infographic of tech pathways from HS to community college to univ											
<b>WORK BASED LEARNING</b>											
Conduct pre- and post-surveys of students on tech career awareness											Annual surveys CTE high school students
Guest Speakers in Classrooms											
Traveling Tech Day Field Trips for High School Students											
Share Tech Career Video Library with Teachers											
Share Lesson Plans for use of the Tech Career Library											
Virtual Career Fairs											2 Annual Career Fairs
Virtual Job Shadow Days/Info Interviews for College/Univ Students											>100 students per year
Company Based Challenges											Minimum of 6 case study projects
"Shark Tank" Entrepreneurship Experiences											At least one event per county per year
Virtual Internships for HS/Community College/Univ Students											
<b>REGISTERED APPRENTICESHIP WITH INDUSTRY CERTIFICATIONS</b>											
Front loaded instructor hired											
Develop curriculum to ensure success											
Selection of Cohort 1 students											
Front loaded training begins - Cohort 1											25 Juniors in classrooms
On-the-job training begins - Cohort 1											25 Seniors in OJT
Selection of Cohort 2 students											
Front loaded training begins - Cohort 2											25 Juniors in classrooms
On-the-job training begins - Cohort 2											25 Seniors in OJT in August 2024
<b>SUSTAINABILITY</b>											
Enhance NTC website for Teacher/Student Self-Serve											On-going, completed by end of grant term
Create a robust Tech Talent monthly newsletter re: WBL opportunities											On-going, launched by 2022 school year
Educator showcase event to promote volunteer engagement											
Employer showcase event to promote volunteer engagement											
Develop volunteer recognition program to promote engagement											

**2.2 Recruitment of Underrepresented Groups:** All programs will seek to increase women and minorities with tech skills. Currently, across tech occupations, males occupy approximately two-thirds of tech workforce. When compared to the general working population in Middle Tennessee, the tech workforce has a lower percentage of Black (-5.0%) and Hispanic or Latinx (-

2.6%) workers (Source: MTSU State of Tech 2020). Currently, the tech pathways in Montgomery County (n=697) are 67% male and 46% white. In Dickson County (n=53), the technology CTE program is 85% male and 75% white and MNPS (n=411) tech programs are 70% male and 71% minority. Across the 3 counties economically disadvantaged participation ranges from 13% (Dickson) to 34% in MNPS. While minority representation in these pathways is strong, more focus needs to be placed on recruiting females into tech programs. One key way that this program will seek to increase participation by female and maintain participation of minority students is through actively recruiting female and minority tech professionals as volunteers and mentors. GREAT JOBS will partner with Women in Technology in Tennessee to recruit female volunteers to connect with students.

**2.3 Project Governance and Accountability Plan:** Sandi Hoff with the NTC will serve as the Project Director. The project shall be governed by a Steering Committee that consists of technology leaders representing the following organizations: the NTC, the CTE Directors at Dickson, Montgomery and Davidson County Schools, the Director of IT Partnerships at Nashville State Community College, Workforce Essentials, and technology professionals representing Dollar General, The General Insurance, and Asurion. The Steering Committee shall meet quarterly to review progress on the project metrics and make decisions regarding programming, community outreach strategies, budgeting, and sustainability.

### SECTION 3: STRENGTH OF PARTNERSHIP

The roles for each partner are identified below, and the specific responsibilities are fully documented in the signed Memorandum of Understandings.

**Local Economic Development Agencies:** The NTC will serve as the lead and provide management, staffing, and administrative support to the project. The Nashville Area Chamber will provide outcomes from the Talent Pipeline Management System work for the IT Talent Solutions Council to inform the programming provided in high schools in Middle Tennessee. This employer-driven, supply chain approach to building talent pipelines works well alongside this strategy.

**Employers with Demonstrated Need:** GREAT JOBS has 29 employer partners representing over 25,000 technology workers in the region. These corporations will devote the time needed to work with colleges and local school systems to build long-term relationships and will provide volunteers to work with students and make presentations, fund and host internships, apprenticeships, and job shadowing opportunities, participate in career fairs, and provide case studies.

**Higher Education Institutions:** The higher education institutions' primary role in this project is to create an educated, credentialed tech workforce in Middle Tennessee. In addition, Nashville State has committed to build long-term relationships with local school systems and the technology industry, in order to increase the pipeline of students for their programs. Four-year universities will participate in career/college fairs and promote technology programs and TN Pathways.

**K-12 Education:** Dickson County Schools, Montgomery County School, and Metro Nashville Public Schools are partners for GREAT JOBS. The participation of all three local school systems will be key to the success of this project. Local schools will promote field trips, summer programs, internship opportunities, new technology, dual enrollment courses for students, and provide opportunities for industry and Nashville State to engage their middle and high school students. Additionally, MNPS will provide registered apprenticeship opportunities to students. They will serve as both the classroom trainer and the on-the-job training partner.



## SECTION 4: BUDGET PLAN NARRATIVE

GREAT JOBS requests \$999,000. Budget Worksheet provided as Appendix 1.

**SALARIES: Requesting \$375,000.** GREAT JOBS will fund the classroom teacher for the front-loaded apprenticeship training (\$100,000 per year). This grant will also fund 50% FTE as an outreach coordinator Nashville State Community College (\$50,000 per year). *Grantee Participation is \$126,000 (provided by MNPS) for apprentice salaries for the one-year of on-the-job training (pay rate of \$14/hour for 300 hours).*

**PROFESSIONAL FEES/ GRANTS AND AWARDS: Requesting \$380,000.** The NTC will connect local school districts with work-based learning opportunities ranging from career awareness and exploration through career training. The NTC will be responsible to recruiting employers to participate and then coordinating and organizing all of the opportunities for students, teachers and employer interaction. These activities will cost an estimated \$50,000 per school district per year. \$5,000 is the estimated cost for bus transportation for field trips from Montgomery and Dickson counties. *Grantee Participation is \$18,000 (provided by MNPS) for industry certification study guides and vouchers and \$20,000 (provided by NTC) for software platforms for virtual connections (SignUp Genius), virtual group work (Lunchpool) and virtual career fairs (Premier).*

**SUPPLIES: Requesting \$20,000.** The GREAT JOBS project will require approximately \$8,000 per year in consumable items, including marketing materials and office supplies. *Grantee Participation is \$43,200 (provided by MNPS) to cover fuel, maintenance, and insurance for the three vans.*

**EQUIPMENT: Requesting \$150,000.** GREAT JOBS will purchase three 9-passenger vans estimated at \$50,000. *Grantee Participation is \$60,000 (provided by MNPS) for a computer lab and*

*equipment needed at Pearl-Cohn High School.*

## SECTION 5: SUSTAINABILITY

GREAT JOBS will continue to follow this project approach and governance structure after the initial grant period. GREAT JOBS is uniquely qualified to create and sustain this program because the lead entity, the NTC, has been in existence since 1999 and in the workforce development business since 2008 and has a proven track record of success. There are two paths to sustainability for the GREAT JOBS program: 1) sponsorship and 2) automated processes that increase scalability.

The NTC will seek sponsorship across its 600+ member network to give schools work-based learning opportunities that are managed and offered through the NTC Tech Talent programs such as Traveling Tech Days, the Tech Career Video Library, Virtual Career Fairs, and Company Team Challenges.

The NTC will create a seamlessly automated process for technology employers to connect with students in the NTC Tech Talent programs. It will also allow adult students to virtually sign up to connect 1:1 with coaches and mentors via the NTC website. The GREAT JOBS grant will help lay the foundation for an automated way (via the NTC website) for students and teachers to connect virtually with local technology employers - growing readiness with exploration and awareness of the tech jobs that are in high demand today and those tech jobs of tomorrow.

Additionally, MNPS is committed to fully funding the apprenticeship program at the conclusion of this grant. At the conclusion of the Pearl-Cohn High School pilot, MNPS is prepared to expand this apprenticeship program to Maplewood, Whites Creek and Overton High Schools.

## Appendix 1: Budget Worksheet

GRANT BUDGET				
GIVE Program Competitive Grant				
The grant budget line-item amounts below shall be applicable only to expenses incurred during the following				
Applicable Period: BEGIN: Nov 15, 2021 END: May 14, 2024				
POLICY03 Object Line-item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY <sup>1</sup>	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1, 2	Salaries, Benefits & Taxes	\$375,000.00	\$126,000.00	\$501,000.00
4, 15	Professional Fee, Grant & Award 2	\$380,000.00	\$38,000.00	\$418,000.00
5, 6, 7, 8, 9, 10	Supplies, Telephone, Postage & Shipping, Occupancy, Equipment Rental & Maintenance, Printing & Publications	\$20,000.00	\$43,200.00	\$63,200.00
11, 12	Travel, Conferences & Meetings	0.00	0.00	0.00
13	Interest 2	0.00	0.00	0.00
14	Insurance	0.00	0.00	0.00
16	Specific Assistance To Individuals	0.00	0.00	0.00
17	Depreciation 2	0.00	0.00	0.00
18	Other Non-Personnel 2	0.00	0.00	0.00
20	Capital Purchase 2	\$150,000.00	\$60,000.00	\$210,000.00
22	Indirect Cost	\$74,000.00	0.00	\$74,000.00
24	In-Kind Expense	0.00	0.00	0.00
25	<b>GRAND TOTAL</b>	\$999,000.00	\$267,200.00	\$1,266,200.00

<sup>1</sup> Each expense object line-item shall be defined by the Department of Finance and Administration Policy03, *Uniform Reporting Requirements and Cost Allocation Plans for Sub recipients of Federal and State Grant Monies, Appendix A.* (posted on the Internet at: [www.state.tn.us/finance/act/documents/policy3.pdf](http://www.state.tn.us/finance/act/documents/policy3.pdf)).

<sup>2</sup> Applicable detail follows this page if line-item is funded.

## Appendix 2: Data Sources

CBRE Report, 2021

<https://www.cbre.us/research-and-reports/scoring-tech-talent-in-north-america-2021>

Academic Supply and Occupational Demand Report 2021 (THEC):

[https://www.tn.gov/content/dam/tn/thec/bureau/research/other-research/supply-demand/Academic%20Supply%20and%20Occupational%20Demand\\_FINAL.pdf](https://www.tn.gov/content/dam/tn/thec/bureau/research/other-research/supply-demand/Academic%20Supply%20and%20Occupational%20Demand_FINAL.pdf)

LEAP 2020 In-Demand Occupations:

<https://tnecd.com/wp-content/uploads/2020/10/2020-LEAP-Report-10-27-2020.pdf>

State of Middle Tennessee Tech 2020 Workforce Report (MTSU):

<https://www.middletntechjobs.com/state-of-middle-tennessee-tech-2020/>

2019 Tech Workforce Study (Nashville Area Chamber of Commerce):

[https://s3.amazonaws.com/nashvillechamber.com/PDFs/NACC\\_TECH\\_WORKFORCE\\_FINAL\\_3.pdf](https://s3.amazonaws.com/nashvillechamber.com/PDFs/NACC_TECH_WORKFORCE_FINAL_3.pdf)

Beyond Point and Click (Oracle Academy/Burning Glass):

[https://academy.oracle.com/pages/Beyond\\_Point\\_Click\\_final.pdf](https://academy.oracle.com/pages/Beyond_Point_Click_final.pdf)

MIT Living Wage Calculator: <http://livingwage.mit.edu/metros/34980>

TN ECD County Profile Tool: <https://tnecd.com/county-profiles/>

## Appendix 3: Memorandums of Understanding

### **Lead Agency/Fiscal Agent**

- Nashville State Community College

### **Chambers of Commerce**

- Nashville Area Chamber of Commerce

### **Workforce**

- Northern Middle Tennessee Workforce Board/Workforce Essentials
- Women in Technology in Tennessee
- CodeX Academy

### **Local School Systems**

- Dickson County Schools
- Clarksville-Montgomery County School System
- Metropolitan Nashville Public Schools

### **Universities**

- Middle Tennessee State University
- Belmont University
- Austin Peay State University

### **Employer Partners**

- Alliance Bernstein
- Ankura
- Asurion
- Change Healthcare
- CereCore
- City of Clarksville
- CGI
- Cigna
- DevDigital
- Dollar General
- Global Partnership for Sustainable Solutions
- Golden Spiral
- HealthSpring
- LB Consulting Group
- Keller Schroeder
- Perception Health
- Picknic
- Montgomery County Government
- Rachel+Winfree Consulting
- Radius Point
- Resource Communications Group
- Speaking Change
- The General
- Trinisys
- Tyler Technologies
- UDig
- Vanderbilt University
- Vanderbilt University Medical Center
- Veristor Systems



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

GREAT Jobs seeks to provide an employer-driven regional, collaborative approach to address the challenge of job candidate “skills gaps” by increasing the local tech workforce pool in Davidson, Dickson, and Montgomery counties. GREAT Jobs will enhance, expand, and create academic programs by creating opportunities for meaningful interaction and alignment between technology employers, local school systems, community colleges and universities that result in long-term relationships and a net gain in the local technology workforce. GREAT Jobs will develop and implement collaborative, meaningful, and structured work-based learning by being the intersection between employers and future employees to provide the context of tech jobs and promote engagement between students and local industry professionals.

The Greater Nashville Technology Council will:

- Serve as the lead agency
- Coordinate and organize all programs and activities between local employers and students and teachers
- Assist with development of front-loaded training for registered apprenticeships
- Connect students with TN Promise through conversations with Nashville State Community College faculty and staff & high school visits from college students
- Coordinate field trips to local Nashville State Community College campuses to promote tech academic pathways
- Host invitation-only events for rising freshmen & families who show aptitude for tech to promote high-demand tech/STEM careers & CTE tracks
- Support partner institutions in identifying and recruiting executives from preferred employers into their Technology Advisory Councils
- Collect and share all data needed to develop programs and track progress
- Will meet all reporting requirements
- Share any information about other initiatives that would allow for collaboration and reduce duplication of efforts

Nashville State Community College will:

- Serve as the fiscal agent
- Collect and share all data needed to meet reporting requirements
- Promote all grant related activities to faculty and students
- Host field trips for high school students seeking to learn more about technology pathways at Nashville State Community College



## PROCEDURES FOR MODIFICATION AND TERMINATION

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## SIGNATURES

All partners in this agreement sign to confirm their acceptance of its terms by their signature.

A handwritten signature in black ink, appearing to read 'Sandi Hoff', written over a horizontal line.

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 16, 2021

A handwritten signature in black ink, appearing to read 'Shanna Jackson', written over a horizontal line.

Shanna Jackson, Ph.D.  
President  
Nashville State Community College  
September 16, 2021



500 11th Avenue North, Suite 200  
Nashville, TN 37203  
615.743.3000  
[nashvillechamber.com](http://nashvillechamber.com)

September 10, 2021

GIVE 2.0 Grant Review Committee  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

**Subject: *GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech jobs***

Dear Grant Review Committee Members:

I am writing to express my support for the *GREAT Jobs* proposal.

A primary challenge to the prosperity of the Middle Tennessee economy is the ability of our labor force to meet the skill and competency needs of industry. I believe that business and industry must be engaged with our region's educational institutions to build and maintain a skilled workforce.

For Middle Tennessee, the number of technology jobs is growing every year, as is the need for skilled and qualified workers. The Nashville Area Chamber fosters partnerships between employers, the workforce system, postsecondary training and education, and local k-12 systems to build diverse talent pipelines to support the needs of employers today and in the future. The economic growth of our region depends on it. Partnerships established by *GREAT Jobs* will create a strong foundation to address barriers between employers and a qualified workforce.

*GREAT Jobs* seeks to provide an employer-driven regional, collaborative approach to address skills gaps in the sector by increasing the local tech workforce pool. The Nashville Area Chamber will provide outcomes from the Talent Pipeline Management System work for the IT Talent Solutions Council to inform the programming provided in high schools in Middle Tennessee. This employer-driven, supply chain approach to building talent pipelines works well alongside this strategy. The Chamber is also the backbone organization for the JP Morgan Chase New Skills Ready investment in Nashville, which means an even deeper level of support for the work in Metro Nashville Public Schools. The Nashville Area Chamber of Commerce supports this grant because it will create long-term relationships between employers and educational institutions to address the deficit of tech job candidates in the local workforce. The additional focus on work-based learning opportunities, including registered apprenticeships and internships, creates a pipeline of homegrown talent.

The Nashville Area Chamber of Commerce supports this strategy. We believe public-private partnerships, built with a sustainability strategy, will decrease the technology skills gap and improve student experiences.

Sincerely,

A handwritten signature in cursive script that reads 'Laura Ward'.

Laura Ward  
Senior Vice President, Talent Development



September 16, 2021

GIVE 2.0 Grant Review Committee  
Tennessee Higher Education Commission  
404 James Robertson Parkway, Suite 1900  
Nashville, TN 37243-0830

**Subject: *GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech jobs***

Dear Grant Review Committee Members:

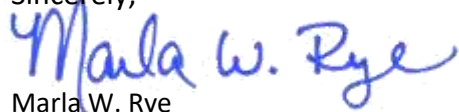
I am writing to express my support for the *GREAT Jobs* proposal. A primary challenge to the prosperity of the Middle Tennessee economy is the ability of our labor force to meet the skill and competency needs of industry. I believe that business and industry must be engaged with our region's educational institutions to build and maintain a skilled workforce.

For Middle Tennessee, the number of technology jobs is growing every year, as is the need for skilled and qualified workers. Partnerships between businesses, the workforce system, post-secondary education, and local schools to increase the number of trained job seekers is of critical importance to the economic growth of the region. The partnerships established by *GREAT Jobs* will create a strong foundation to address the barriers faced by employers in finding qualified workers.

*GREAT Jobs* seeks to provide an employer-driven regional, collaborative approach to address the challenge of job candidate "skills gaps" by increasing the local tech workforce pool. *GREAT Jobs* seeks to create long-term relationships between employers and educational institutions to address the deficit of tech job candidates in the local workforce. *GREAT Jobs* will reach that goal by increasing employer engagement, teacher professional development, students obtaining industry certifications, and targeted student outreach to increase enrollment in tech community college and dual enrollment programs. *GREAT Jobs* will also provide and work-based learning experiences – field trips, job shadow days, internships, and registered apprenticeships - to increase student retention and prepare students for entry into the workplace.

On behalf of the Northern Middle Workforce Board and Workforce Essentials, I support this project and believe that these types of public-private partnerships can decrease the technology skills gap and improve student experiences.

Sincerely,



Marla W. Rye



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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The Greater Nashville Technology Council will:

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- Support partner institutions in identifying and recruiting executives from preferred employers into their Technology Advisory Councils

Women in Technology in Tennessee will encourage our membership to :

- Provide guest speakers to classrooms
- Encourage employees to create videos for the Tech Career Video Library hosted on YouTube (TikTok style videos)
- Host Traveling Tech Day Workplace Tours (Virtual or In-Person)
- Participate in the Company Team Challenge by providing actual real-life case studies for use in classrooms
- Provide volunteers for summer technology camps
- Connect with students to provide virtual job shadow days and virtual career fairs



- Provide Entrepreneurship Experiences, where students can build tech solutions and give “Shark Tank” type presentations to leading tech professionals
- Provide externships for high school teachers
- Participate in webinars to learn more about business needs for local tech roles

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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Meg Chamblee".

---

Name: Meg Chamblee  
Position: President  
Organization: WiTT  
Date: September 15, 2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in dark ink that reads "Phillip Henry".  

---

Signed at:  
2021-09-15 15:35:18  
Name Phillip Henry  
Position CoFounder  
Organization CodeX Academy  
Date: 09/15/2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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- Collect and share all data needed to develop programs and track progress
- Share any information about other initiatives that would allow for collaboration and reduce duplication of efforts

As a local system, we will:

- Promote all grant related activities to our teachers and students
- Provide transportation for students for in-person Traveling Tech Day field trips
- Provide maintenance, insurance and fuel for vans purchased under GIVE grant
- Hire teacher for front-loaded training for apprentices
- Purchase all study guides and certification vouchers for IT Fundamental cert exam
- Purchase equipment needed for front-loaded training of apprentices
- Provide salaries for apprentices employed by MNPS



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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in blue ink that reads "Jennifer Bell".

---

Jennifer Bell  
Director, Academies of Nashville and CTE  
Metropolitan Nashville Public Schools  
September 15, 2021



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As a local system, we will:

- Promote all grant related activities to our teachers and students
- Recruit teachers for summer programming
- Provide classroom space for in-person summer programming
- Provide transportation for students for in-person Traveling Tech Day field trips





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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Dr. Dayna Paine".

---

Dr. Dayna Paine  
Director of Career and Technical Education  
Clarksville Montgomery Co School System  
September 14, 2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in blue ink that reads "Ray D Lecomte".

---

Name: Ray D Lecomte  
Position: Coordinator CTE  
School System: Dickson County  
Date: 7 September 2021



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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Amy Harris".

---

Amy Harris  
Graduate Program Director | Assoc. Professor  
Department of Info. Sys. & Analytics  
Middle TN State University  
September 15, 2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Chad Apigian".

Signed at:

2021-09-07 22:08:47

---

Name Charles Apigian  
Position Executive Director  
Organization Belmont University  
Date: 09/07/2021



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- Support partner institutions in identifying and recruiting executives from preferred employers into their Technology Advisory Councils

As a Public, Higher Education and Workforce Training Provider, we will:

- Work collaboratively, supporting grant writing and submission activities when mutually agreed upon grants come available;
- Should a mutually agreed grant application be awarded, parties will work collaboratively according the goals and objectives outlines in the awarded grant(s)





## PROCEDURES FOR MODIFICATION AND TERMINATION

- This MOU is effective as of the last date signed in the signatory areas below and stand in effect for three (3) years of that date unless renewed.
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\_\_\_\_\_  
Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

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\_\_\_\_\_  
Chad Brooks  
Associate Provost for Research  
Austin Peay State University  
September 16, 2021



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A handwritten signature in black ink that reads "Sandi Hoff".

---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Christine Goodman".

---

Signed at:  
2021-09-10 09:00:16  
Name Christine Goodman  
Position Team Lead Database Admin  
Organization HealthSpring  
Date: 09/10/2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Rob Wilson".

---

Signed at:  
2021-09-10 13:15:44  
Name Rob Wilson  
Position Principal Consultant  
Organization Keller Schroeder  
Date: 09/10/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Matthew Bynum".

---

Signed at:  
2021-09-10 09:53:40  
Name Matthew Bynum  
Position Director, Technology Services  
Organization Veristor Systems  
Date: 09/10/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "T Lovegrove".

---

Signed at:  
2021-09-10 09:31:34  
Name Trevor Lovegrove  
Position Founder  
Organization LB Consulting group  
Date: 09/10/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Casey Santos".

Signed at:

2021-09-09 22:35:25

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Name Casey Santos  
Position Chief Information Officer  
Organization Asurion  
Date: 09/09/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "David Eckert".

Signed at:

2021-09-09 12:24:15

---

Name David Eckert  
Position SVP, Global Applications Architecture ...  
Organization Change Healthcare  
Date: 09/09/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Karl Sprules".

---

Signed at:  
2021-09-08 13:31:27  
Name Karl Sprules  
Position Global Head of Technology & ...  
Organization Alliance Bernstein  
Date: 09/08/2021



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Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads 'Beth Hoeg'.

Signed at:

2021-09-08 12:16:44

---

Name Beth Hoeg  
Position COO  
Organization Trinisys  
Date: 09/08/2021



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September 7, 2021

A handwritten signature in black ink that reads "Meg Underwood".

Signed at:

2021-09-08 09:38:00

---

Name Meg Underwood  
Position Senior Managing Director  
Organization Ankura Consulting  
Date: 09/08/2021



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Signed at:  
2021-09-08 09:21:41  
Name Peter Rousos  
Position Director, Economic and New Venture ...  
Organization Vanderbilt University  
Date: 09/08/2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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A handwritten signature in black ink that reads "Sandi Hoff".

---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Chris Morgan".

---

Name Chris Morgan  
Position Data Science Manager  
Organization The General  
Date: 09/10/2021



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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Marshall Towe".

---

Signed at:  
2021-09-07 18:16:59  
Name Marshall Towe  
Position Chief Operating Officer  
Organization Global Partnership for Sustainable Solutions  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Silas Deane".

Signed at:

2021-09-07 17:44:53

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Name Silas Deane  
Position Vice President  
Organization Tyler Technologies  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to be "JF".

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Signed at:  
2021-09-07 20:12:09  
Name John Farkas  
Position CEO  
Organization Golden Spiral  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Carman Wenkoff".

---

Signed at:  
2021-09-07 17:33:23  
Name Carman Wenkoff  
Position EVP, CIO  
Organization Dollar General  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Eric Johnson".

---

Signed at:  
2021-09-07 18:18:55  
Name Eric Johnson  
Position Dean  
Organization Vanderbilt University  
Date: 09/07/2021



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---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Neal Patel".

Signed at:

2021-09-07 19:59:39

---

Name Neal Patel

Position CIO

Organization Vanderbilt University Medical Center

Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Holly Rachel".

Signed at:

2021-09-09 11:06:34

---

Name Holly Rachel  
Position Co-founder  
Organization Rachel + Winfree Consulting  
Date: 09/08/2021



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Sandi Hoff  
Chief of Staff  
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September 7, 2021

A handwritten signature in black ink that reads "John Buckner".

---

Signed at:  
2021-09-07 17:15:11  
Name John Buckner  
Position Senior Director  
Organization CereCore  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
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September 7, 2021

A handwritten signature in black ink that appears to read "Alyse Orloff".

---

Signed at:  
2021-09-08 09:13:45  
Name Alyse Orloff  
Position Release Train Engineer  
Organization Cigna  
Date: 09/08/2021



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A handwritten signature in black ink that reads "Sandi Hoff".

---

Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Chris Peck".

Signed at:

2021-09-07 19:53:39

---

Name Chris Peck  
Position Vice President - Nashville  
Organization CGI  
Date: 09/07/2021



## **GREAT Jobs: Growing Readiness with Exploration & Awareness of Tech Jobs Grant Memorandum of Understanding**

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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Jeff Yarbrough".

Signed at:

2021-09-08 07:24:18

---

Name Jeff Yarbrough  
Position Business Development Specialist  
Organization RadiusPoint  
Date: 09/08/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Bryan Huddleston".

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Signed at  
2021-09-07 19:07:29  
Name Bryan Huddleston  
Position Partner & CEO  
Organization DevDigital  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

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Signed at:  
2021-09-07 19:05:00  
Name John M Anderson  
Position Partner  
Organization RCG  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Wallace S. Burchett II".

Signed at:

2021-09-14 12:55:02

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Name Wallace S. Burchett II  
Position IT Director  
Organization Montgomery County Government  
Date: 09/14/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that appears to read "Beau Bristow".

Signed at:

2021-09-07 16:00:29

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Name Beau Bristow  
Position CEO  
Organization Picknic  
Date: 09/07/2021



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Sandi Hoff  
Chief of Staff  
Greater Nashville Technology Council  
September 7, 2021

A handwritten signature in black ink that reads "Todd Charest".

Signed at:

2021-09-08 10:09:21

---

Name Todd Charest  
Position Chief Product Officer  
Organization Perception Health  
Date: 09/08/2021



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Sandi Hoff  
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September 7, 2021

A handwritten signature in black ink that reads "Paige J Boyd".

Signed at:

2021-09-08 12:42:59

---

Name Paige J Boyd  
Position Owner  
Organization Speaking Change LLC  
Date: 09/08/2021